

## City of Burlington / CDBG 2012 Application Form

Eligibility \_\_\_\_\_ National Objective \_\_\_\_\_ NRSA \_\_\_\_\_  
(Office Use)

Project # \_\_\_\_\_  
(Office Use)

**Project Name:** The Intervale Farms Program: Local Jobs for a Sustainable Burlington

**Project Location/Address:** 180 Intervale Road Burlington, VT 05401

**Organization:** Intervale Center

**Mailing Address:** 180 Intervale Road Burlington, VT 05401

**Contact:** Travis Marcotte

**Title:** Executive Director

**Phone #:** 802-660-0440 x 107

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**I. CDBG Funding Request:**

\$ 8,000

**II. Project Summary:** Briefly describe the project or program to be funded with CDBG. (Please use a one or two sentence description – there is room in Section IV for more detail.)

The Intervale Center requests funding for the Farms Program, a farm business incubator program with a twenty year track record of creating and retaining jobs by supporting successful farm businesses in the Intervale.

**III. Description of Organization:** Describe the capacity of your organization to successfully carry out the program activities. What is your mission, and how do the proposed activities fit with your mission?

The Intervale Center is a 501(c)(3) nonprofit organization whose mission is to strengthen community food systems. Since 1988, we have pursued this mission by preserving and managing 350 acres of land, supporting viable farms, increasing access to local food, improving soil fertility, protecting water quality through stream bank restoration and educating our community about agriculture and healthy food.

The Intervale Center is known as a national leader in farm business incubation and business planning support. In the last five years, we have worked with more than 100 farmers throughout Vermont through our agricultural development programs. The Intervale Center's Farms Program is a nationally-recognized farm business incubator that has supported the growth of dozens of farms since 1990. Farmers lease over 130 acres of prime agricultural land in the Intervale and grow vegetables, fruits and small livestock. In 2010, the 11 independent farm businesses in the Intervale grossed over \$1 million and sold product through direct and wholesale markets around Burlington.

The Farms Program fulfills the Intervale Center's mission by incubating and supporting sustainable farm businesses, creating and retaining jobs and providing training in agriculture and entrepreneurship to new farmers. In combination with other Intervale Center initiatives, the Farms Program has effectively established a viable agricultural economy within the city limits of Burlington, adjacent to one of Vermont's poorest neighborhoods, and revitalized an important economic and recreational corridor for the City and its residents.

**Project Description:**

- a. Describe the specific activities to be carried out by your project with CDBG dollars and the accomplishments you plan to achieve. Please distinguish the total number to be served from the number of Burlington clients to be served. Be specific about the tasks / work that CDBG will pay for. Use the table below, adding rows if necessary. You may add narrative below the table if needed for further description.

<b>Specific Service / Activity:</b>	<b>CDBG will pay for:</b>	<b>Unduplicated Total # of Households / Persons to be Served in this Service / Activity:</b>	<b>Unduplicated Total # of Burlington Households / Persons to be Served:</b>	<b>Outcome(s) to be Achieved:</b>
Site visits by 4 potential Farms Program applicants	Staff time to give applicants tours and discuss the program and business planning process	4	2	1 new farm identified to enter the program
Business Development, Evaluation; & Technical Assistance for Applicants & Incubators	Staff support for 2 Business Plans; Spring and Summer check-ins and Fall evaluations	2	1	1 Completed Business Plan for Farms Program Applicant; summaries for check ins; incubator farmers' ability to grow their businesses
Leasing & Land Management Services	Billing of Equipment; Lease Management; Road Maintenance & Other Basic Land Mgmt	20	17	Farmers will be accurately billed for shared resources, roads will be maintained and leases will be adequately managed

CDBG funding will enable the Intervale Center to continue the successful operation of the Farms Program by funding many of the program's basic services. Grant dollars will enable staff to maintain and enhance business development assistance for new and current incubator farms, provide equipment rental services and support the Center's ability to recruit and enroll one new farm in 2012-2013, impacting at least 70 households.

**b. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) described above. All staff that appear in the salary / benefits line items in your budget (Section XV) must be described below. Add rows if necessary.**

<b>Specific Service / Activity</b>	<b>Position/Title</b>	<b>Work Related to CDBG-Funded Activity</b>	<b># of Hours per Week spent on this Specific Service / Activity</b>	<b>% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG</b>
Site visits by at least 4 potential Farms Program applicants	Farms Program Associate, Julie Rubaud	Receive phone calls & send information to prospective clients; coordinate meetings, give tours, provide information, conduct follow up	2.4	37%
Business Development, Evaluation; & Technical Assistance for Applicants & Incubators	Farms Program Associate, Julie Rubaud	Provide guidance, feedback and assistance to applicant; conduct check-ins & end of year evaluations; identify appropriate resources	3.4	55.5%
Land Management Services	Facilities Manager, Rob Hunt	Respond to emergency inquiries; maintain irrigation lines and roads; oversee mowing & plowing; perform additional services	3.0	80%
Reporting & Documentation	Farms Program Associate, Julie Rubaud	Distribute and collect Farm Report forms;	2.3	0%

		tabulate results; document vital information		
Farms Program Management, including Lease Management	Executive Director, Travis Marcotte and Finance Director, Tim Kranz	Provide leadership for all program activities & supervise Associate; provide leasing and billing	1.25	0%

## V. *Beneficiary Information*

- a. For each service / activity you identified in Section IV, please project how the Burlington residents will break out into the following income categories. Use the Income Table at [http://www.cedoburlington.org/cdbg/income\\_limits.htm](http://www.cedoburlington.org/cdbg/income_limits.htm).

Service / Activity:	Unduplicated Total # of Burlington Households / Persons to be Served:	# Extremely Low-Income	# Low-Income	# Moderate- Income	# Above Moderate- Income
Site visits by 4 potential Farms Program applicants	2	1	1	0	0
Business Development, Evaluation; & Technical Assistance for Applicants & Incubators	2	0	2	0	0
Leasing & Land Management Services	20	3	6	7	4
Farms Program Reporting & Documentation	0	0	0	0	0

- b. Please provide a single unduplicated total beneficiary count below:

Unduplicated Total # of Burlington Households / Persons to be Served:	# Extremely Low-Income	# Low-Income	# Moderate- Income	# Above Moderate- Income
24	4	9	7	4

- c. How will/do you document beneficiary income levels?

The Farms Program tracks participant incomes through annual farm evaluations. However, tracking income is not a straightforward process because farms in the Intervale are independent businesses and therefore each family's personal financial information is not always accessible. It is understood that the majority of farmers qualify as low- or moderate-income, based on annual farm evaluations, home ownership rates and average farm wage rates.

## VI. *Problem Statement*

- a. What particular problem or need will this project address?

The Farms Program contributes toward reducing poverty in Burlington by creating and retaining jobs and supporting the economic viability of local farms. The Intervale Center's Farms Program provides a platform for new, often limited-resources farmers to grow their businesses in a supportive environment, helping them overcome many of the common barriers to entering into agriculture as a career: access to land, equipment, capital and community.

**b. How was this need identified?**

The Burlington Legacy Project has identified the need for a stronger local economy through promotion of small businesses, meaningful work for all citizens, increased local self-reliance and improved access to healthy food. Similarly, the Champlain Initiative envisions a healthy regional economy that benefits all. In 2008, the USDA estimated that 70% of farmland will change hands in the next thirty years; the Farms Program trains qualified farmers who can work this land in sustainable ways, enhance our local economy and grow healthy local food for our community.

**c. Why is this a funding priority for Burlington?**

Creating and retaining jobs – and creating opportunity for entrepreneurs to start businesses – constitute a cornerstone of sustainable community development. The Intervale Center's Farms Program provides real opportunity for farmers to establish new businesses and build equity while increasing access to fresh food. Specifically, funding for the Farms Program contributes toward Objective EO-1.1: Supporting start-up businesses, retaining/expanding businesses and creating jobs. In 2012, the Farms Program will support 12 farm businesses, including 1 incubator, provide coaching and referral services to beginning farmers from throughout Northwest Vermont and work with refugee farmers through a partnership with the Association of Africans Living in Vermont's New Farms for New Americans program. These efforts help build a strong local food system, contributing toward the success of local farmers' markets, retail food stores and restaurants, multiplying their impact. Indeed, the Vermont Job Gap Study showed that investment in food-related enterprises had – along with investment in energy – the greatest multiplier effect on jobs and the local economy. Finally, the outpouring of community support in the aftermath of devastating flooding in the Intervale in August demonstrates just how important the ongoing success of Farms Program farmers and their businesses is to the Burlington community.

**VII. Program Goals: How will this project reduce the number of people living in poverty? Will it help people move out of poverty? Prevent people from entering poverty? Address basic needs of people living in poverty?**

The Farms Program reduces poverty and addresses basic needs of people living in poverty by:

- a. Assisting in the provision and retention of year-round jobs, seasonal jobs and business ownership opportunities in agriculture;
- b. Improving profit margins of existing farms, of which a majority of owners and workers are low- or moderate-income;
- c. Providing agricultural job and business training; and
- d. Providing inputs into food-related businesses that are critical to Burlington's economy.

**a. Are you targeting any specific disadvantaged population/group of people? If so, who are they? (i.e., people with disabilities, minorities, women with children living in poverty, people with limited English proficiency, at-risk youth, etc.)**

The majority of participants in the Farms Program are low- or moderate-income farmers and farm workers. The Farms Program does not target a specific disadvantaged population, seeking instead to accommodate qualified, limited resource entrepreneurs of diverse backgrounds.

**VIII. Equal Opportunity/Accessibility:**

**a. How do you make sure your programs are accessible to all, inclusive and culturally appropriate?**

As a program of a 501(c)(3) organization, the Farms Program complies with federal equal opportunity hiring practices. The Intervale Center's board recruitment is initiated by a nominating committee that aims to create a diverse board. The Farms Program applicant process is rigorous, but staff members are responsive to the needs of

individual applicants. Our work with the Association of Africans Living in Vermont's New Farms for New Americans program has also helped us make connections with interpreters and other resources that have helped us work with individuals with limited English skills.

**b. Describe the diversity status of (i) your staff for this program and (ii) your Board. How does that compare with the diversity status of the clients of the program / project you're requesting funding for?**

The current Intervale Center staff includes 13 full and part-time staff members. 7 are female and 6 are male. Our staff includes at least 3 people who identify as belonging to a federally protected class other than sex. Of the 4 individuals who will be responsible for carrying out the work of this proposal, all are white, 3 are male and 1 is female. The female, who also belongs to a protected class other than sex, is responsible for the majority of work proposed. The Intervale Center board is all white and includes 6 males and 5 females. Information about their protected status is not available.

We do not collect racial data for the Farms Program; however, the majority of current beneficiaries of the incubator business planning components of this program are white and female. Approximately 50% of Intervale farmers are women, compared to just 11% statewide.

**c. Describe the diversity / cultural competency trainings that your staff and Board have participated in during the last year.**

All Intervale Center staff members are required to attend sexual harassment training at the time of hire, and this training is required for existing staff every other year. The Farms Program Associate responsible for carrying out the majority of work of this grant also attended the Refugee Agriculture Partnership Program's annual meeting in 2011, which includes cultural competency training.

**IX. Impact and Evaluation:**

**a. How do you define success? How do you measure it? How many of your beneficiaries achieve it?**

Success is defined by Intervale farms as a whole retaining or adding additional jobs and income each year. The Farms Program staff surveys all participating farms annually. Through these surveys, the Intervale Center determines the number of jobs created and retained and the income levels provided by those jobs. Since 1990, over 40 farms have gotten their start in the Farms Program. At least 25 of these farms remain in business throughout Vermont today. Between 2006 and 2011, 4 Intervale farms successfully graduated from the program onto their own farms in Vermont, and 5 new farms enrolled in the program.

**b. If this is an existing project:**

**1. What were your projected accomplishments for your most recent completed funding period or fiscal year?**

In 2011-2012, CDBG funding was intended to support the Farms Program as we held program site visits with 4 potential Farms Program applicants, supported the development of 2 business plans, provided Spring and Summer checkins and Fall evaluations with incubator farmers and provided billing, leasing, road maintenance and land management services to Intervale farms.

**2. What were your actual accomplishments for that period? If you did not meet projections, please explain (i) why and (ii) how you will overcome that issue in the future.**

2011 was a challenging year for the Intervale farming community because of spring and summer flooding that resulted in the loss of approximately \$750,000 in crops and equipment. Farms Program staff members did meet with over 4 potential Farms Program applicants and provided support for the development of 2 plans, 1 of which was completed. We also provided Spring and Summer checkins and Fall evaluations with 3 incubator farmers, as well as the other intended services to all Intervale farmers. We were intending to work with 5 incubator farms; however, in early 2011, 1 farm graduated from the program when he took a farm management position in Connecticut and 1 farm left the program due to personal reasons. Additionally, in response to flooding in August,

we provided emergency business planning, technical assistance and disaster assistance resource matching for Intervale farmers and raised over \$110,000 to date for the Intervale Center Farmers' Recovery Fund, which is providing some relief for Intervale farmers. Program reporting and evaluation will be completed in February, though we are certain that Intervale farms will report significant financial and job losses. Though we cannot predict flooding, we can and are helping Intervale farmers identify land outside of the Intervale to farm to help them mitigate the risk of serious flooding in years to come.

## **X. Community Participation & Partners**

### **a. How are the community and/or program participants involved in decision-making and in identifying the program need, design and/or evaluation?**

Intervale farmers assist with the direction of the Farms Program through monthly meetings, continuous feedback to staff and board members, yearly program evaluations, ad hoc committees and program policy development.

### **b. Who do you mainly work with (i.e., what partners) to get the outcomes you want for your clients?**

Collaborators with the Farms Program include the University of Vermont, the Agency of Agriculture, Vermont Housing and Conservation Board, Rutland Area Farm and Food Link, Vermont Land Trust, Association of Africans Living in Vermont and the Northeast Organic Farming Association of Vermont.

## **XI. Sustainability**

### **a. How will this project have a long-term benefit to the City of Burlington?**

Long-term benefits to Burlington include:

- The revitalization of the Intervale as an agricultural business incubator and an educational and recreational resource;
- Organic food production increasing every year—with Intervale farms now producing nearly 1 million pounds of produce and growing;
- Job creation capacity within the city limits on an otherwise un-developable piece of land;
- Expanded support of the local economy; and
- Development of community assets that support local businesses and protect critical natural and cultural resources.

### **b. If the project ends, will that benefit continue?**

Farmers in the Farms Program will certainly benefit from what they have learned through their participation. However, the Intervale is a unique asset to the City of Burlington whose benefits cannot be underestimated.

### **c. If CDBG funding ends, will the project be sustainable (i.e., able to continue)?**

The Intervale Center's Farms Program is supported by ongoing grant support and farmer fees. We have a track record of twenty years in the business, which demonstrates our ability to raise necessary funds to sustain operations and deliver a positive impact for Burlington. The Farms Program has moved closer to self-sufficiency by transferring ownership of equipment and greenhouses to an LLC, whose membership includes the Center and farmers at the Intervale. This transfer reduces the Center's administrative overhead, builds equity for farmers and ensures the availability of affordable equipment and greenhouse space for all Intervale farms. Similarly, the Center continues to work toward the maximization of its assets to ensure that farmers cover the true costs of farming in the Intervale; however, core funding like that provided by CDBG is what enables us to provide support for applicants and start-up businesses, the kind of support that will always require grant funding.

## **XII. Consistency**

### **a. What Consolidated Plan objective does this project support?**

The Farms Program supports the Consolidated Plan goal: “A prosperous Burlington economy provides all Burlington residents with access to livable wage jobs, to the education and training that qualify them for those jobs, to business ownership opportunities, and to the supports necessary to access those opportunities.”

**b. What other City plans, if any, does this project support or complement?**

The Burlington Legacy Project identified the need for a stronger local economy through promotion of small businesses, meaningful work for all citizens, increased local self-reliance and access to healthy food. The Champlain Initiative envisions a healthy regional economy that benefits all. In addition, the Farms Program supports important goals of the City of Burlington’s Climate Action Plan.

**XIII. Readiness to Proceed**

- a. Is the project ready to begin July 1, 2012 and be completed by June 30, 2013? YES**
- b. If not, what are the expected start and completion dates? N/A**
- c. Are there any other conditions (i.e., obtaining permits, the availability of other funding, etc.) that may affect your ability to begin or complete this project? NO**

**XIV. Financial Narrative**

**a. Why should CDBG resources, as opposed to other sources of funding, be used for this project?**

We have been fortunate to receive and effectively utilize CDBG funding in the past and have built into our budget \$10,000 in order to fully accomplish our goals. CDBG funding will help the Intervale move Burlington toward a sustainable and just economy, an environment that balances community development needs with natural resource preservation and a social system that values all citizens and provides for the basic human needs for all. This program is a wise investment for the City because of the many social, economic and environmental contributions Intervale farmers and the Intervale Center make in our community, including job retention and creation.

**b. Describe your use of community resources. For example, will your project be matched or leveraged with other funding sources or resources (such as volunteers) that don’t appear in the budget summary below?**

The Intervale Center utilizes many interns and volunteers each year, some of whom work to maintain the Intervale grounds.

**c. Has your organization had any significant changes in funding levels over the last year? If so, please describe.**

We continue to fund our organization through program earned income revenue, grant funds and community contributions. Funding levels have not increased significantly over the last year; however, earned revenue continues to grow, as enterprises such as the Intervale Food Hub expand. The Intervale Center is committed to increasing revenue generated through the sale of products and services as well as increasing the proportion of revenue generated by community contributions.

**d. What percent of Agency funds are used for administration vs. program costs?**

Administrative expenses are roughly 18 percent of program expenses.

**XV. Budget**

**a. Summary**

Project	Agency
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	Current	Projected	Current	Projected
CDBG	\$ 8,876	\$ 8,000 *	\$ 8,876	\$ 8,000
State			\$160,000	\$ 160,000
Federal				
United Way				
Private		\$ 5,000	\$ 340,000	\$ 355,000
Program Income		\$ 18,906	\$ 640,000	\$ 760,000
Other				
<b>Total</b>	<b>\$ 8,876</b>	<b>\$ 31,906**</b>	<b>\$ 1,148,876</b>	<b>\$ 1,283,000</b>

\* Must match your CDBG request amount on Page 1.

\*\* Must match in all three boxes on Pages 7 and 8.

**b. Proposed Project Budget Sources**

<b>CDBG</b>	\$ 8,000
<b>Other Federal – please specify funder and program (i.e., HUD – Emergency Shelter Grant, etc.)</b>	
USDA Beginning Farmer and Rancher Development Program Grant (in partnership with University of Vermont Extension)	\$
	\$
	\$
	\$
<b>State – please specify funder and program (i.e., Department of Health – AIDS Prevention, etc.)</b>	
	\$
	\$
	\$
	\$
<b>United Way of Chittenden County</b>	\$
<b>Private – please specify (i.e., individual donations, foundations, faith-based organizations, etc.)</b>	
Foundations	\$ 5,000
Individuals and Local Businesses	\$ 0
Association of Africans Living in VT from an ORR – Refugee Agriculture Partnership Project and a USDA Outreach to Socially Disadvantaged Farmer and Rancher Grant	\$ 17,500
<b>Other – please specify (i.e., fee-for-service, etc.)</b>	
Fees for services	\$ 1,406



	\$
<b>TOTAL</b>	<b>\$ 31,906 **</b>

***c. Proposed Budget Uses: Please be sure that all funding uses (including staff) that appear in Section IV also appear here.***

<u>Line Item</u>	<u>CDBG</u>	<u>Other</u>	<u>Total</u>
Site Visits (Farms Program Associate)	942	1,605	2,547
Business Dev't, Evaluation & TA for Incubators & Applicants (Farms Program Associate)	2,000	1,605	3,605
Leasing & Land Management Services (Finance Director & Facilities Manager)	2,900	696	3,596
Program Reporting & Documentation (Farms Program Associate)	0	2,500	2,500
ED Oversight, Office Supplies, Space, Utilities, Phone	2,158		2,158
Other Farms Program Activities Beyond the Scope of CDBG Proposed Project		17,500	17,500
<b>TOTAL</b>	<b>\$ 8,000*</b>	<b>\$23,906</b>	<b>\$31,906**</b>

**\* Must match your CDBG request amount on Page 1.**

**\*\* Must match in all three boxes on Pages 7 and 8.**